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~~CONFIDENTIAL~~

26 October 1962

DTR 1250

**MEMORANDUM FOR:** Executive Director

**THROUGH** : Deputy Director (Support)

**SUBJECT** : Nominations for Senior Officer Schools

**REFERENCE** : Ex. Dir.'s memo, same subject, dtd 19 Oct 62

1. The subject of your memorandum will be given further study by my Office and a fuller report made at a later date. May I say at this time, however, that I heartily agree with paragraph 1 (a), (b), and (c). I would call your attention, however, to paragraph 1 (d). CIA students going to Senior Defense Schools, the Harvard Advanced Management Course, and the Senior Seminar of the Department of State are directed to take either the Clandestine Services Review course or the Intelligence Review course as appropriate. Some DD/S students take them both. Also, all students are briefed that the central place in this building where they can get a "quick answer" is the Registrar's office. If the Registrar is unable to give an immediate answer, it is his responsibility for contacting the Agency official who is able to give the answer and to relay such answer to the student.

2. Under your recommendation 1 (e), OTR presently offers courses in support of what you call DD/S "generalists." I would, however, like to exempt OTR careerists in some cases from the generalization that "DD/S personnel should be more fully indoctrinated in CIA business abroad before learning how the services work." Practically all Operations School OTR careerists have served abroad as case officers or operations officers and are given prior training to prepare them for such assignments. But there will always be a few OTR careerists who, because of the nature of their assignments, will greatly profit by attendance at the service schools.

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**MATTHEW BAIRD**  
Director of Training

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2 - DD/S